

# News

# Connection

A monthly newsletter for DSHS staff and friends

## A working experience can change a young person's life

Sheryl Turner and Anna Norman



**"Before this job I didn't think I'd ever graduate from high school. It just wasn't that important to me."**

Now Anna Norman, 18, plans to attend South Puget Sound Community College and go on for a degree in sociology from the University of Washington.

One of the turning points in her young life has been the year she has worked as a student employee with the Division of Alcohol and Substance Abuse (DASA) in Lacey.

Anna's life has not been an easy one. She left an unhappy home to live on her own at 15. She dropped out of school and had too much time on her hands. She got in trouble with drugs and finally went through substance abuse treatment. She was drawn back to school, attending Puget Sound High School in Lacey.

"When I stopped using I began to do really well in high school and became the associated student body president," Norman said.

Through a school program she was matched with the DSHS Student Employment Program. Sheryl Turner manages the program for DASA.

"When I started here I didn't have a clue how to dress and how to act. I didn't know anything," she said. "But I've learned from people and now I'm thinking some day I can have my own office and my name on the door and have my own secretary instead of being one."

Turner, her supervisor, said, "We have a very structured program. We have a form students fill out each week, we talk about what's going on, what they're learning and need to learn, and once a month we develop a task sheet. This often

able about working relationships.

"DASA staff are very committed to ensuring clients are able to access chemical dependency services around the state of Washington. Things actually happen here and students see that we really make a difference in people's lives. These kids are our future. Anna now knows she can be anything she wants to be."

Another student employment project that was successful took place in west Seattle. The West Seattle Community Services Office sponsored a Community Youth Mapping Project, funded through the Center for Youth Development and Policy Research.

A team of 16 low-income students was hired to research, collect, compile and produce a Resource Map of all services within the west Seattle community that youth could use.

includes learning more computer skills, attending and participating in meetings, and becoming more knowledgeable

Directed by Betsy Jansen, community resource program manager, the students attended a two-week training. They learned how to dress, public speaking skills, and how to present themselves in a professional manner when interacting with local businesses.

During the course of the summer project, they also learned how to design the project, develop survey questions, conduct interviews, compile data, and prepare a final report.

The end result is a resource book for both youths as well as professionals who work with youth, listing the community businesses, substance abuse treatment centers, recreational centers, and other services, including the location, office hours and any fees.

The Student Employment Program sponsors students throughout the department. Harvey Funai, coordinator of the program for the Health and Rehabilitative Services Administration, noted that in 1997 HRSA hired 109 students. Just through June of this year the total hires were 115 students: 44 percent were individuals of color, 37 percent male, 63 percent female, three percent persons with a disability, and 63 percent economically disadvantaged.

Students are not the only ones who benefit from this program.

"When you see these kids grow and develop confidence it is the best feeling in the world," said Turner.



West Seattle Community Youth Mapping Project team members

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## Nelson leaves DSHS after 40 years in state service

Some people, through their body of work, become synonymous with excellence and dedicated commitment. One of those rare people is Bernie Nelson, who recently retired as regional administrator for Economic Services Administration in Region 1. He was the only person to hold that position, having assumed it during the fledgling days of DSHS' birth in 1970.

In an era when institutional history is in short supply, Nelson could always be counted on to draw from his well of knowledge from 40 years of public service. New programs did not easily escape his scrutiny to avoid making the mistakes of the past.

He believed that managers should always be on the lookout for employees with the potential to grow. During his tenure he mentored many men and women who went on to become Community Services Office administrators, area managers, and even division directors.

And he had little tolerance or understanding for people who worked in the public sector but had little commitment or compassion for their work.

"If state government is to be both responsive to our citizen's will and capable of

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# Secretary's corner

by Lyle Quasim



## Words about our work

Employees, clients, and the public share thoughts on the work we do

Send your thoughts and/or letters from clients to Secretary Lyle Quasim, attention: Letters to The News Connection, P.O. Box (Mailstop) 45010, Olympia WA 98504; via e-mail Quasil@dshs.wa.gov



On April 30, 1997 Gov. Gary Locke signed his Executive Order calling for state agencies to implement quality

improvement plans that enhance performance.

We at DSHS have embraced his directive and within the last 17 months I have seen some dramatic results of the teams you formed.

During the first round of the Governor's Awards for Service and Quality Improvements, DSHS' Social Security Payment System Year 2000 Team was one of only three state recipients.

Again DSHS stands out as the governor has announced the Program Simplification Team will also receive this prestigious award. This team includes individuals from Economic Services Administration and Medical Assistance Administration who came together to streamline rules and manuals. They took four volumes containing the WACs and policies and procedures used to determine eligibility for cash, food stamps, and medical benefits and boiled it down to one.

The governor also publishes a booklet highlighting the achievements of selected teams. Four DSHS teams were recognized in Book 1, 12 in Book 2, and at least six will be in Book 3.

Some examples of the teams' results are:

- Reducing the application process for Food Stamps and assistance at the Burien Community Services Office (CSO) from 25 days to four;
- Initiating a process to notify customers for Healthy Options managed care program that their applications have been received, which reduced the number of inquiry calls by 68 percent;
- Creating a project that intensified employment opportunities for the 33 two-parent families on assistance at the Belltown CSO, resulting in 24 families finding jobs with good pay and benefits and leaving welfare behind.

Not only are our efforts being recognized at the state level, but the National Governor's Association has included the SSPS Team and the Program Simplification Team in their publication on quality.

These impressive successes are not the end of the road, but a call to action for each of you to continue participating in the quest for a better way that results in real improvements in how we serve the people of Washington.

*Lyle Quasim*

## From a client

Dear Secretary Lyle Quasim and the DVR Toppenish Office,

I would like to acknowledge my approval in the way my case was handled by all of you that were involved in getting me retrained.

I received excellent services from Jorge Lopez (vocational rehabilitation counselor) from the beginning of the time that I was signing up through Tom Hoisington at CWCMMH (Central Washington Comprehensive Mental Health) and throughout my training.

Jorge was helpful in deciding if machine technology would be right for me, taking into consideration my disability. As a result of getting co-funded by DVR (Division of Vocational Rehabilitation) and PIC (Private Industry Council), I was able to graduate in machine technology in June of 1997 at J.M. Perry.

I have had three jobs since then and am currently working at Bumstead Manufacturing, Inc. in Auburn. They make aircraft parts for Boeing...

I appreciate the services I received because the certificate enabled me to get

the most recent jobs and my current employer, as well as recent employers, really are and were happy with my work...

I hope DVR continues to retrain people with disabilities so that they can be productive citizens in the workforce.

Sincerely,  
David Campton, Auburn

*Editor's note: David Campton kindly gave his permission for us to share his letter. He received services through the DVR Toppenish office.*

# Dr. Hubert Locke's thoughts on ethics

*The following comments were taken from a speech on ethics by Dr. Hubert Locke to the members of Secretary Lyle Quasim's Management Team. Locke is a professor with the University of Washington School of Public Affairs.*

You (DSHS employees) have the public responsibility of dealing, for the most part, with a clientele who are found most frequently at the margins of society - children and the aged, the mentally and physically handicapped, the economically disadvantaged - and of trying to ensure that their lives are lived as usefully and productively as possible.

In a number of instances, you are responsible for dealing with the consequences of human cruelty and failure - as when you must deal with abused children or the results of chronic substance abuse. The citizenry also expects you to cope with those with whom no one else has been able to successfully do so, as with the juvenile offenders that are placed under your charge.

In all of these cases...you are expected to go about your work as professionals - to deliver the best service, in the most caring and compassionate manner possible, for as little cost as can be managed, without giving the public any cause for concern or anxiety - the public only wants to know that everything is under control and that it doesn't have to worry about these endless social crises and calamities that we create for ourselves.

...I want to make...three observations about ethics and ethical responsibility in your work.

The first ethical challenge you confront is that of getting up and going to work every morning...the temptation that many people face

when confronted with difficulty...is to do (their jobs) with the minimum level of effort and enthusiasm possible. The easy thing to say is:...I shall put in my time, try to keep my nose clean and my problems off my boss' desk and not do anything in this job that I am not absolutely required to do.

...I...challenge...you (managers) to remind and encourage your staff to see the people with whom they work - delinquents, alcoholics, the drug dependent, the spouse and child abusers - as troubled people, not as society's dregs. The importance of this (is)...how your staff views its clientele has a major impact on the kind and quality of service your staff will deliver to those clientele.

...My second observation ...concerns...the place of ethics in the workplace. ...Many people...think of ethics as a set of workplace rules and ethical behavior as adherence to those rules: don't use the office copier to make copies of your favorite cookie recipe, don't use the office phone to call your mother in Boise...

It's not that these agency rules are unimportant....it is simply that if this is the focus of one's ethical concerns as a manager, that is the height of the ethical behavior one is likely to get from one's staff. ...The manager who is constantly preoccupied by the question of whether staff are using the e-mail for personal communiqués or cheating on their mileage report forms will get staff preoccupied with the obvious and the routine in professional performance and a staff who, for this very reason, miss the big ethical problems, issues, and challenges.

Ethics is not something to be added to employee training...it's rather how people think about their professional responsibilities and the kinds and qualities of ideas they bring to their work and the relationships they establish with their co-

workers, with the kind and quality of community that is established in the workplace. ...Staff will, in large measure, model the kind of behavior they see their bosses display.

Finally...ethics is an issue of professional advocacy. ...This nation has come to a point in which it has low tolerance for anyone who isn't making it or isn't a free market success story.

...Part of the ethical challenge to you is to talk about what it is you do and the people you serve for whom you may well be the only advocate - the only voice of conscience and support such persons have in this society.

Ethics for me means our being out front in the debates on welfare reform, helping to shape legislation and programs that are firm *and* fair, that are not built on the myths people have about those who need assistance and that are not based on the vengefulness that too many Americans are capable of whenever they think of persons on public assistance.

You are the experts in critical areas of public programs and policy; your voices need to be heard if we are to construct policies that are decent and humane. You need to do this even if it means taking on the entrenched political interests and the voices of political harshness and punitiveness on these critical issues.

*The first ethical challenge you confront is that of getting up and going to work each morning*



Sharing our successes and commitment to reaching beyond the expected to the excellent

# Quality IN DSHS

## Children's Administration

**MISSION STATEMENT** — THE CHILDREN'S ADMINISTRATION IS COMMITTED TO THE SAFE AND HEALTHY GROWTH AND DEVELOPMENT OF CHILDREN IN THEIR OWN HOMES, IN OUT-OF-HOME PLACEMENT AND IN CHILD DAY CARE. WE PROVIDE A COMPREHENSIVE RANGE OF SERVICES DESIGNED TO PROTECT CHILDREN FROM ABUSE AND NEGLECT, TO SUPPORT FAMILIES, AND TO ASSURE QUALITY OF CARE.

### QUALITY TEAMS TAKE PROCESS IMPROVEMENTS FROM IDEAS TO RESULTS

The Children's Administration has a firm commitment to quality improvement. Building on existing efforts and initiatives, we are applying the principles of Continuous Quality Improvement (CQI) to strengthen our ability to produce results.

Our emphasis on customer service is enhanced by the information we gained from a new survey of foster parents and from focus groups for foster children. And because we know that motivated and empowered employees are vital to the quality effort, a recently completed employee satisfaction survey serves as a baseline for planned improvements in this area.

To support the quality effort, the Children's Administration Steering Committee provides assistance and motivation for quality endeavors in the field, charters quality improvement teams, and shares best practices across the state.

Thinking outside the traditional way of doing business is encouraged. At a two-day training on continuous quality improvement, enthusiastic area managers and supervisors produced a list of project ideas to take back to their regions. As a result, and with a core of trained facilitators, the Children's Administration has active CQI projects in every region of the state.

Teams are producing results with tremendous impact on customers and employees. Many of these teams are locally-based and reflect one or more unit's decision to make improvements in their work.

Projects include many direct customer-focused efforts, including offering mediation services, giving children canvas bags to carry their possessions in when entering foster care, and receiving beautiful albums detailing their "life story" when entering adoptive placements. Youth approaching adulthood are mentored and taught independent living skills.

Quality improvement projects are expected to continue to make improvements in customer service while reducing the costs or waiting time for services.

Our featured projects were formally chartered by the CA Steering Committee, which represents both individuals selected by the bargaining unit and CA managers. These teams produced results regarding early identification of relatives of children needing placement, shortening the length of time to license foster parents, and expediting permanent and stable placements for children in the foster care system.

#### RELATIVE CARE SEARCH TEAM, REGION 3

**Project theme: "It's All Relative," Albert Einstein**

"It is preferable for a child to live with his or her own nuclear family. If it is necessary to remove a child from the nuclear family, it is then preferable to place the child with a (appropriate) relative. Processes should be in place to maximize the placement of children with relatives, and as early as possible," said Felix Idahosa, team leader. "The goal for our team was to make that process for early identification of relatives simpler and easier to accomplish."

Through the use of brainstorming techniques, the team identified that lack of time, poor documentation, client resistance, family rights to confidentiality, cultural differences, lack of knowledge and training, and the absence of a consistent form or tool for social workers were some of the barriers to the process for finding relatives for placements.

"To form a baseline for the current rate of early identification of relatives, we reviewed 59 randomly selected case files and used a brief data collection instrument," Idahosa said.

The data revealed that rates of identification of relatives dropped sharply only seven days after a case was initiated, and placement with relatives nearly disappeared after three months. Relatives initiated contact with the agency more than half of the time. Felix noted that, "it was interest-



Team members from left: (Back) Leona Morse, Diana Chesterfield, Felix Idahosa. (Front) Nancy Rains and Linda Richardson.

ing to see that 81percent of the relatives identified were on the mother's side of the family; and that more emphasis could be placed on contacting the father's relatives."

The team designed a Relative Search Form for both parents to complete, with space for the parents to identify their first three choices for contact for placement for their children.

Team members worked with the courts to amend court orders, when necessary. In all court actions, parents and children over the age of 12 years

are given the Relative Search Form at the time the Notice and Summons packet is served. The court orders now require that the form be returned to the Department within two weeks and that the social worker provide documentation of contact with potential relatives. Contact will include the parents' first three choices of relatives to be considered for placement.

The Relative Search Form is also used by units working with adolescents and is completed at the time of voluntary placements and when children are released to the Division of Children & Family Services from Juvenile Rehabilitation Administration.

The team determined that if questions about relatives are not asked at the beginning of a case, a rigorous search is not done. Future phases of the project will work on improving support for relatives and on expanding the definition of family to include "fictive" kin, such as neighbors, church members, or others who are important in the life of a particular child.

An important recommendation is that staff be designated to assist social workers with the search for relatives and to act as a liaison between relatives and the Community Service Office.

#### FOSTER CARE LICENSING PROJECT, DIVISION OF LICENSED RESOURCES

Licensing foster parents is a long and complicated process, which contributes in part to a high dropout rate among applicants. The Division of Licensed Resources established a Continuous Quality Improvement (CQI) team to review this process in order to identify ways to decrease the amount of time involved, without compromising the health and safety of children.

Using CQI tools and techniques, the team collected and analyzed information from several sources. In establishing the baseline, the team identified 215 applications that had been in process for more than 90 days. The team reviewed the licensing processes used in each region, finding inconsistent processes to complete a license; held focus groups to gather information from customers; and collected forms used in current licensing application packets.

(Continued on page 4)

# Simplifying the rules

## Regulatory Improvement in Children's Administration

In response to the Governor's Executive Order on rule reform, the Children's Administration has completed a comprehensive inventory review of all existing regulations and policies. Each was assessed according to its current need and clarity of language. The Administration also assessed the existing policy and practice manuals against the same standards of need and clarity.

As a result of the review activity, the Administration has accomplished the following in 1998:

- Repeal 32 obsolete or unnecessary sections of WAC.
- Identify another 31 sections or parts of sections for repeal.
- Rescind nine program policies and incorporate them into existing manuals.
- Review and revise its case services and practices manuals consistent with clear writing techniques.
- Identify for review and revision or repeal 62 sections of WAC and four entire chapters of WAC, including the rules for child day care and residential care homes and facilities.

- Draft, with Tribal and urban Indian program participation, the new Indian Child Welfare (ICW) rules in order to implement federal and state law.

The Administration is actively involved with stakeholder groups to develop the new ICW rules and to revise and update the child care and residential program WACs. These activities include meeting with advisory groups, work task forces, and focus groups around the state.

## Making sense of the rules

UNDER THE DIRECTION OF SECRETARY LYLE QUASIM, ALL ADMINISTRATIONS ARE EXAMINING EXISTING RULES AND DETERMINING WHICH CAN BE ELIMINATED AND SIMPLIFYING THOSE WE NEED. FOR MORE INFORMATION ON HEARINGS FOR PROPOSED RULE CHANGES, CHECK OUT THE RULES AND POLICIES ASSISTANCE UNIT WEB PAGES AT [HTTP://WWW.WA.GOV/DSHS](http://www.wa.gov/dshs).

# Quality teams achieving meaningful results

(Continued from page 3)

"We were amazed at the number of forms used in this process," said Joyce Drake, team member.

Two community members representing foster parents were a part of the team and their perspectives were very important for identifying recommendations.



Team members from left: Mark Sideman, Sharon Porter, Gwendolyn Townsend, Darlene Flowers, Eloise Valdez, Susan Corwin, Patty Todd, Claire Anable, Lydia Frias, and Joyce Drake. (Not pictured: Ruthie Morris, Rhonda Coplen, Peggy Devoy, and Gary Fontaine)

The team recommended strategies to reduce or eliminate the steps in the process where delays were apt to occur. Reducing the number of times any document changes hands was critical to speeding up the process.

The team also recommended the streamlining of application packets to collect only what was identified as essential information.

Our customers, in this case those applying for foster home licenses, reported that the expense

involved in meeting requirements was a barrier to completing the application process.

The team recommended that, if possible, additional support should be given to foster parents to remove some of these barriers. One recommendation was to have nurses on site at pre-service training to conduct TB tests and provide opportunities to complete CPR, First Aid and HIV training through the classes.

Another was to identify sources of resources to supply first aid kits, fire extinguishers, fire ladders, smoke detectors, and vials for well water sample collection for applicants.

The new process model will be piloted in one region to collect and analyze its results before implementing on a statewide basis. Future CQI teams will revise the forms used in the process, the feasibility of a computer-generated foster home license, and ways to decrease the time for fingerprint checks.

Mark Sideman, team facilitator, said "It was difficult to keep focused on problem identification, as the tendency of a group is to jump immediately to solutions." Team members agree that "the project's success demonstrates the need for a top-down commitment to improve processes and remove barriers."

## PLAN FOR PERMANENCY TEAM, REGION 5

Children in out-of-home care have a right to a stable, permanent home and knowing important milestone information about their lives. This CQI team took a broad approach in examining factors that would facilitate timely and stable permanency outcomes for these children. The team also focused on the policy for transferring cases between programs and the process for collecting information during the life of the case.

The project resulted in a new case transfer summary form to assure smooth transfer and avoid cases not being covered. To improve efficiency, information on the proposed form was itemized to reflect the way case files are organized.

The team also examined the problem of what information should be documented in the file as the case moves through the system. Refining the form to include things that are key to a child having information about themselves and their families changed the team's thinking about what is important to a child.

"All too often, it is up to adoption workers to get it all collected at the end of a case," said Jackie Buchanan, team leader. "We learned that sometimes it is just a matter of asking the correct questions," said team member Lori McDonald. Such things as a certified birth certificate, social security card, photographs and comments about growth and development milestones are often missing or scattered about in the written narrative.

The case transfer summary form will be maintained in the case file in a specific place where it can be referenced and used to locate these pieces of information. It will also provide a tool for supervisory review of information collected and documented at point of case transfer. By improving the cross-program information collection process, children will have more of a sense of permanence and stability in their lives.



Team members from left: (Back) Michael Jaurigue, Ward Peterson, Cherrie Druffel. (Front) Jacob Romo, Janet Duris, Karen Lewis, Tammy Inselman, and Jackie Buchanan. (Not pictured: Lisa Gilman, Christopher Ruff, Lori McDonald, Dave Kucklick, Lynn Howat, and Larry Pederson)

Each of the seven administrations has steering committees to assist in leading the department's efforts to continue providing quality services to the residents of the state of Washington. For more information on the quality improvement activities occurring throughout the department, contact Bill Wegeleben, internal quality consultant, at (360) 902-0865 or e-mail at [wegelwh@dshs.wa.gov](mailto:wegelwh@dshs.wa.gov). Please visit the DSHS Intranet Quality Improvement site at [intra.dshs.wa.gov/news.htm](http://intra.dshs.wa.gov/news.htm) for ongoing updates of plans and accomplishments.

*We are very excited about the accomplishments of our first statewide teams and the improvements their work will bring to child welfare practice. We are also proud of the efforts of all CA staff to find ways to continuously improve the outcomes of the children and families we serve.*



# Family Decision Making Program honored for innovative approach to preventing child abuse



Flanked by Gov. Gary Locke and his wife Mona Lee Locke, Celina Verme received special recognition for her 13 years of exemplary accounting and budgeting support to WCPCAN

The Family Decision Making Program recently received the Governor’s Child Abuse Prevention Award for innovative approaches to promoting prevention. The program is located in King South Division of Children and Family Services.

The award was one of several presented as part of an annual event hosted by Washington Council for Prevention of Child Abuse and Neglect (WCPCAN). The awards recognize the efforts of people and organizations in the state which have demonstrated a commitment to supporting families and protecting children.

Led by Bill Caughey, Carol Mitchell and Melissa Hansen, the Family Decision Making Program involves extended families in making decisions about the future of children who have been removed from their family home. This is achieved by inviting parents and all available extended family members to meet with social workers and other concerned partners (treatment providers, foster parents, guardian ad litem, and caretakers) to discuss the problems in the child’s family and proposed solutions. During 1997, they conducted 27 such group conferences.

Celina Verme, a fiscal program manager with the Fiscal Office, received a special recognition award for providing 13 years of exemplary accounting and budgeting support services to WCPCAN.



Bill Caughey represented fellow team members as he received the award for the Family Decision Making Program recently honored by Gov. Gary Locke

## Working together for the people of Washington

Each quarter Secretary Lyle Quasim and the assistant secretaries share with Gov. Gary Locke the accomplishments made possible by you, the employees of DSHS. The following are just a few of those successes. The complete report, plus the challenges facing the department, can be found on the department’s Intranet site at <http://intra.dshs.gov/>. Click on the listing “Secretary’s news.”

- In comparison with 56 vocational rehabilitation agencies across the country, our Division of Vocational Rehabilitation was ranked number one in the percentage of employment outcomes (96.49 percent). Employment outcomes were determined by client earnings equal to or greater than the minimum wage rate, as a percentage of individuals determined to have an employment outcome (job). Among all programs in the nation, the division’s performance was rated consistently in the top eight of the nine evaluated areas.
- Since February the Division of Developmental Disabilities (DDD) and the Children’s Administration (CA) have worked together to

implement legislative direction to transfer certain children with disabilities from CA to DDD. These children are in voluntary placements (due solely to their disability) with foster families and/or group care, or are receiving in-home support.

In collaboration with CA, DDD has created an infrastructure that will support uninterrupted services to approximately 346 of these children in six regions statewide. A network of “transfer focus groups” with broad representation has been created across the state to address short and long-term issues of this process.

- Statewide mailing of information on DDD services and the opportunity for choice between a Residential Habitation Center and community services were mailed in July to eligible clients and their significant others. Persons responding to the mailer regarding the choice opportunity will be contacted by DDD staff during August. By September a few of the most critical-need adults in the state who meet the WAC criteria will be selected for this choice opportunity.

- Program design and implementation is nearly complete in the WorkFirst program. Approximately 51 percent of the adult recipients required to participate in the WorkFirst program are working, looking for work, or preparing for work. A total of 18,063 clients are working.
- Current caseload reduction is running 15 percent ahead of June 1999 target. Services to those clients unable to find work or unable to work are being developed and contracted for where necessary.
- A national study found that Washington state leads the nation in the percent of people with developmental disabilities who participate in a day program and receive supported employment services (54 percent). The national average was 20 percent.
- In cooperation with the Department of Personnel, DDD has led in implementing legislation to increase the employment of people with developmental disabilities in state government. Approximately 15 of the largest state agencies have agreed to participate in the program.
- The Fiscal Year 1997 audit report from the Office of the State Auditor contained eight draft audit findings. This is approximately 50 percent fewer draft findings than the prior year. DSHS has used statewide training on sound business practices and aggressive corrective action plans in order to reduce the number of audit findings.
- Residential Care Services has been informed the federal General Accounting Office will be using the Washington system of nursing home surveys and enforcement as a best practices model when investigating other states for compliance with federal law.

## Bernie Nelson bids adieu

(Continued from page 1)

meeting the challenges of the 21st century, our department must have a public service of talent, commitment, and dedication to the highest ethical standards,” Nelson said.

“At the end of the day, if you think back and know you’ve given up a day of your life for what you believe in, then you can go to sleep at night with a smile on your face.”



Bernie Nelson shares a moment with Secretary Lyle Quasim as he prepares for life after DSHS. Nelson served as regional administrator for Economic Services Administration in Region 1 since the position was created.

## Diversity Calendar

Each month *The News Connection* features the next two months’ special dates, provided by the Division of Access and Equal Opportunity, Diversity Initiative. If you have a special date you would like included in the next calendar or want more information on the Diversity Initiative, contact e-mail [RSWAIN@dshs.wa.gov](mailto:RSWAIN@dshs.wa.gov). Not all dates can be included because of length constraints.

### SEPTEMBER

- HISPANIC HERITAGE MONTH
- 6 Jane Addam’s Birthday
  - 7 Labor Day
  - Grandma Moses Day
  - 8 International Literacy Day
  - 10 Grandparent’s Day
  - 12 Ethiopia: New Year
  - 15 Japan: Respect for the Aged Day
  - 16 Mexico: Independence Day
  - 17 US: Constitution Day
  - 19 International Day of Peace
  - 21 First Day of Rosh Hashanah
  - 22 US: Business Women’s Day
  - 24 US: Indian Day
  - 28 Confucius’ Birthday
  - 30 Yom Kippur

### OCTOBER

- NATIONAL DISABILITIES MONTH
- 2 Gandhi’s Birthday
  - Nat Turner’s Birthday
  - 3 Poland: Warsaw Uprising
  - 5 World Habitat Day
  - Surrender of Chief Joseph
  - 6 Germany Reunification Day
  - 11 National Coming Out Day
  - 13 Canada: Thanksgiving Day
  - 16 World Food Day
  - 17 Black Poetry Day
  - 24 United Nations Day
  - 26 International Red Cross Day
  - 31 Halloween



# Shared leave

**Bruce D. Pringle**, an attendant counselor at Lakeland Village, is in need of shared leave. He is unable to work due to a serious illness. For more information, contact Laura Babb at (509) 299-5019.

**Elizabeth Diane Teston** (formerly Diane Barnes), a fiscal technician/student accounts, at Maple Lane School, is in need of shared leave due to intestinal complications. For more information, contact Martha Cortes (360) 273-9845, ext. 3227.

**Brenda Quiroz**, a financial services specialist with the Yakima Community Services Office, is in need of shared leave. She is scheduled for four surgeries and has already been off work for six weeks.


*You may donate annual leave if you have over 80 hours, sick leave if you have over 480 hours, and/or your Personal Holiday. Contact your personnel officer to donate leave.*

# Farewell

Alan Gibbs, the 10th Secretary of DSHS, died on July 25th in Vermont of a heart attack. He was secretary under Gov. John Spellman during the economic recession and big state budget crunch from February 1981 through November 1983.

Of that time he said, “Those were tough times. But the agency really pulled together. We identified priority areas we could cut, and we all worked together so well as a team during that crisis.”

From DSHS, Gibbs became executive director of the Municipality of Metropolitan Seattle, commonly known as Metro. At the time of his death he was director of the National Transit Institute at Rutgers University. He spent nearly four decades in public service with local, state, and national governments.



## RETIREMENTS

**Anderson, Chloretta**  
21 Yrs. Fircrest School

**Bostrom, Gaylon**  
19 Yrs. Western State Hospital

**Carl, Virginia R.**  
26 Yrs. Division of Program Support

**Clark, Vallen G.**  
28 Yrs. Aging and Adult Field Services

**Dearing, Betty Lou**  
31 Yrs. Division of Child Support, Everett

**Dergan, Willard, Jr.**  
31 Yrs. Maple Lane School

**Felion, Glenn J.**  
28 Yrs. Division of Developmental Disabilities, Region 4

**Fesenmaier, Janis**  
33 Yrs. Administrative Services Division

**Geary, Doris A.**  
23 Yrs. Fircrest School

**Gilbert, Mary E.**  
26 Yrs. Community Services Office, Okanogan

**Harter, Michael E.**  
30 Yrs. Division of Developmental Disabilities, Headquarters

**Hatfield, Richard M.**  
30 Yrs. Division of Vocational Rehabilitation, Spokane

**Knudsen, Niels R.**  
10 Yrs. Rainier School

**Kurle, Milo D.**  
26 Yrs. Division of Alcohol and Substance Abuse

**Lancaster, Nettie A.**  
9 Yrs. Eastern State Hospital

**Lange, Jerry R.**  
28 Yrs. Rainier School

**Ledesmma, Remigio P.**  
28 Yrs. Information Systems Services Division

**Mapp, Alice**  
25 Yrs. Western State Hospital

**Nation, Lara G.**  
29 Yrs. Aging and Adult Field Services

**Raupp, Kenneth E.**  
32 Yrs. Information Systems Services Division

**Sessions, William T.**  
20 Yrs. Green Hill School

**Warren, Barbara**  
33 Yrs. Aging and Adults Field Services

**Webster, David H.**  
28 Yrs. Division of Developmental Disabilities, Olympia

**Westwood, Sandra J.**  
27 Yrs. Division of Child Support, Yakima

**Willott, Donald J.**  
30 Yrs. Child Study and Treatment Center

These employees retired in June 1998

# Holmes named Pharmacist of the Year


Garth Holmes, the pharmacy consultant with Medical Assistance Administration, was named 1998 Pharmacist of the Year at the Annual Convention of Washington State Pharmacist's Association in Yakima.

Holmes, a graduate of Idaho State University College of Pharmacy, joined DSHS in April 1991 as a consultant for the Provider Review Section of the Office of Medical Review. He now works in the Quality Fee for Services Drug Program, which is part of the Division of Health Services Quality Support.

In addition to his duties as pharmacy consultant, Holmes is an affiliate instructor at the School of Pharmacy at the University of Washington, gives speeches on pharmacy subjects, and is involved in a variety of local community pharmacy activities.

# Farewell

**Sharon Overstone**, a psychiatric child care counselor-I at the Child Study and Treatment Center in Lakewood, died in a plane crash in Alaska on Aug. 5. She worked at Western State Hospital beginning in 1976, transferring to the Treatment Center in 1979. Sharon was a good employee who cared very much for the children. Her sense of humor and special attention to the “little night owls” will be missed.



## SERVICE MILESTONES

<b>Region 1</b> 5 Sitton, Randal 10 Berarducci, Renee 10 Garcia, Alma Rosa 10 Hougen, Kelly 10 Zarate, Maria 15 Anderson, Maureen 15 Burbank, Charles 15 Daland, Amy 15 Elverum, Grace 15 Houk, Shawn 15 Ramotowski, Debra 15 Rettig, Wayne 15 Richardson, Janice 15 Twelves, C. Murray 20 Arnold, Angelina 20 Bragg, Leta 20 Brookbank, Evelyn 20 Craig, Gary 25 Hook, Vanetta 30 Foote, Catherine 30 Huguenin, Shirley	10 Douglas, Viletta 10 Diemert, Wendy 10 Lafleur, Debbie 10 Mc Neal, Mary 10 Nantz, Michael 10 Vatsa, Subhash 10 Wu, Jane 15 Berteaux, Alexis 15 Bookter, Maribeth 15 Gill, Karl 15 Noone, Patrick 15 Oatfield, Leona 15 Riu-Fernandez, Leah 15 Sideman, Mark 15 Tower, Roberta 20 Loftness, Kimi Karen 20 Rode, Kathryn 20 Sessions, Donald 20 Wilson, Sharon 20 Wright, Dorry 25 Howard, C. Henry	5 Shannon, Bonnie 5 Turner, Larry 10 Avera, Samuel 10 Bedell, Pete 10 Callaghan, Kenneth 10 Calundann, Egon 10 Crosier, G. Bradford 10 Doering, Kay 10 Escalera, Janie 10 Galer, Richard 10 Hinkle, Kathleen 10 Holland, Carole 10 Kelly, Maureen 10 Mc Gee, Gracelia 10 Nguyen, Hien 10 Nichols, Richard 10 Nygaard, Ken 10 Reeves, Valerie 10 Richards, Allen 10 Roach, Charles Jr. 10 Rutledge, Leslie Jr. 10 Saldivar, Irene 10 Tewalt, Carl 10 Valente, Norrene 10 Van Horn-Harris, L. A. 10 Wu, Jennifer 15 Armstrong, Seth 15 Baum, Dianne 15 Bentler, William 15 Ellingson, Cynthia 15 Fredson, Esther 15 Gaither, Denise 15 Kogut, Merry 15 Kotnik, Cindy Lou 15 Martin, Georgann 15 Napolitano, Lew 15 Oswald, Paul 15 Ridgeway, Jeanette 15 Swain, Roberto 15 Szatkiewicz, Mary 15 Wikstrom, Ladd 20 Brockman, Kathleen 20 Casuccio, Tony 20 Culhane, John 20 De Libero, Frank 20 Keller, Consuelo 20 Keller, J Anne 20 Moore, Elizabeth 20 Stocker, Debra 25 Bayer, Mary Anne 25 Bellrose, Karen 25 Ellis, Sonya 25 Jacques, Bonita 25 Kraig, Kristine 25 Quasim, Lyle 25 Tiller, Carl 25 Walker, Linda 30 Bayne, Maurice P. G. 30 Johnson, Judy 30 Phipps, Jack 30 Spencer, Betty 35 Sidwell, Richard	<b>Eastern State Hospital</b> 5 Mauro, David 5 Vercoe, Laura 10 Nelson, Mary 10 Powell, Jolene 10 Sells, Patricia 10 Sheffels, Lois 15 Kuhn, Barbara 20 Kraft, Jerry 20 Pierre, Walter	<b>Naselle Youth Camp</b> 10 Kilponen, Joyce 15 Wakefield, Wayne
<b>Region 2</b> 10 Bonser, Chris 10 Carlstrom, Verna 10 Castellanos, Benita 10 Flores, Maria 10 Gonzalez, Maria 10 Luskic, Esmeralda 10 Record, Glenda 10 Romero De Moreno, M. 15 Bailey, Carol 15 Cravy, Sharon 15 Leanna 15 Dagenais, Terry 15 Lies, Ladonna 15 Moe, Keri Ann 15 Waymire, William 25 Mooney, Linda 25 Risenhoover, Maryann 30 Scott, Violet	<b>Region 5</b> 5 Cordis, Pamala 5 Roberts, Marta 10 Deveaux, Everette 15 Anderson, Carol 15 Donnelly, Delores 15 Emery, Mary 15 Stormo, Arlene 15 Walker, William 20 Harmon, Leslie 25 Zedler, Cynthia 30 Cena, Betty 30 Miller, Lola	<b>Region 6</b> 5 Eaton, Susan 5 Kind-Simon, Vivian 5 Schacher, Tina 10 Jessen, Kassandra 10 Petersen, Linda 15 Anders, Barbara 15 Cansler, Richard 15 Forrest, Randy 15 Hardcastle, Cindy 15 Pitharoulis, Barbara 15 Stubbs, Judith 15 Tveit, Thomas 15 Yarbrough, David 20 Gregory, Barbara 25 Collins, Marian 25 Jackson, Eva 25 Lancaster, Claudia 25 Mc Knight, Alice	<b>Frances Haddon Morgan Center</b> 5 Brown, Matthew 10 Wessels, Robert	
<b>Region 3</b> 5 Jewell, Sandra 5 Page, Tamara 5 Rich, Trulyn 10 Mcdaniel, Kathryn 10 Riggie, Rhonda 15 Douglas, James 15 Iddings, Rick 15 Murphy, Sondra 15 Peebles, Barbara 15 Shultz, Dave 15 Miner, Jacquelyn 30 Kimes, Jean 30 Levine, Laurence 30 Ovadia, Estelle	<b>DSHS Headquarters</b> 5 Campbell, V. Journal 5 Curry, John Matthew 5 Fairchild, Sandra 5 Hoheisel, Nanette 5 Hubbard, David 5 Hughes, Harold 5 Ippolito, Macel 5 Phillips, Christine 5 Piquet, Paul 5 Schroder, Linda Lee	<b>Consolidated Support Service</b> 15 Culnane, Betty 20 Nguyen, Nhan 35 Tesdal, Shirley	<b>Green Hill School</b> 5 Rosenkranz, Teresa 5 Sullivan, Susan 5 White, Craig 10 Heuston, Donna 15 Smith, Leta	<b>Green Hill School</b> 5 Rosenkranz, Teresa 5 Sullivan, Susan 5 White, Craig 10 Heuston, Donna 15 Smith, Leta
<b>Region 4</b> 5 Beattie, Denise 5 Benoit, Julie 5 Hong, Minh Thanh 5 Rogers, Evelyn			<b>Lakeland Village</b> 5 Peterson, Gary 10 Alderman, Michael 10 Gondos, Wayne 10 Lawson, William 15 Erskine, Clyde 15 Meckel, Laura 20 Isherwood, Terry 20 Olsen, Sandra 20 Stangler, Dorothy 20 Wallace, Penelope 25 Denman, Deborah	<b>Maple Lane School</b> 5 Crumley, Scott 5 Taylor, John 5 Teston, E. Diane
			<b>Mission Creek Youth Camp</b> 10 Russell, Scott	<b>Western State Hospital</b> 5 Dimmerman, Cathy 5 Simuel, Lawan 5 Varu, Vanraj 10 Auve, Denise 10 Bache, Helen 10 Flowers, Kristina 10 Green, Barrett 10 Jones, Carl 10 Littleton, Richard 10 Long, Rick 10 Lutter, Pamela 10 McBride, Dennis 10 Parks, Linda Rae 10 Walker, Douglas D. Jr. 10 Whetstine, Anthony 15 Anderson, Elizabeth 15 Bottcher, Shawn 15 Bryant, Marjorie 15 Colbert, Carolyn 15 Darrah, Abigail 15 Gambles, Lorenza 15 Gildersleeve, W. 15 Harmon, Carl E. Jr. 15 Hess, David 15 Lengenfelder, Sandra 15 Strege, Frederick 15 Wainhouse, Jerry 20 Ekland, Ethel 20 Lawrence, Brett 20 Watten, H. Lorraine 25 Tomko, Richard 25 Young, Paul 35 Anderson, James

These employees celebrated service anniversaries in August 1998

# Harrington receives Sustained Achievement award

Roy Harrington, regional administrator for the Division of Children and Family Services in Spokane, recently received the Sustained Achievement Award from the American Society of Public Administrators, Evergreen Chapter. Harrington has collaborated with community partners for more than 30 years as he advocates for accountable, aggressive treatment options for vulnerable children and families.

After a tragic teen death in 1993, Harrington convened a group now called *Breakthrough*. This citizen-professional partnership vowed to break through assumptions and biases to build a seamless web of support. They blended funding and contracted for a single point of services. This meant more children could be served in their own community for a cost that dropped from \$4,500 for traditional group care to \$1,450 per child per month. This dream attracted three million in new funds to the Spokane area for new resources.

Harrington stands up for his staff and takes public criticism in stride, listening to concerns, making changes as needed and implementing innovative solutions.

